



PIKES PEAK COMMUNITY COLLEGE

PERFORMANCE PAY PROGRAM for CLASSIFIED EMPLOYEES

(Approved February 14, 2002)

I. OVERVIEW

The Pikes Peak Community College Performance Pay Program for Classified Employees is developed in accordance with SB 00-211 and CRS 24-50-104(1) (IV). This plan changes the culture and environment of state government and moves the college to a pay for performance system. Anticipated results include a more efficient and effective work force.

The Pikes Peak Community College Performance Pay Program was developed with input from the Classified Staff and approved by the President's Cabinet.

II. PERFORMANCE PLANNING AND EVALUATION GUIDELINES

Area Vice-Presidents and supervisors are responsible for communicating the Pikes Peak Community College (PPCC) Performance Pay Program to Classified Employees. Communication will include written performance standards, performance expectations, and performance plans.

Supervisors are responsible for developing performance plans for each classified employee they supervise within thirty days of the employee's date of hire, or by April 15 for incumbent employees. Supervisors are expected to involve classified employees in the development of the performance plans and are encouraged to discuss professional growth and training opportunities. Individual employees' performance plans must align with and be mutually supportive of the College's published institutional goals and objectives, should they exist. Teamwork can also be included as a measurement component of an individual employee's performance plan.

Responsibility for the completion of the performance plan is with the immediate supervisor. A default rating of "fully competent" will be given the employee until such time as a final evaluation is conducted on the employee. If a plan is not completed in a timely manner, responsibility for completion of the plan then is with the next level supervisor. Any continuing failures to complete and submit performance plans by any supervisor pursuant to this plan will be reported to the College President by the Office of Human Resource Services for a disposition. Failure of supervisors to submit plans and evaluation ratings pursuant to this plan are subject to sanction under C.R.S. 24-50-118. Additionally, Classified Supervisors who are deemed by the Appointing Authority to have failed to comply with the planning and evaluating provisions of this plan are not eligible for performance awards during the performance cycle in question.

Supervisors are responsible for evaluating the Classified employees they supervise. A minimum of one mid-year review is required during the rating cycle. The annual rating cycle is April 1, 2000 through March 31, 2001, and April 1 through March 31 of each year thereafter. Supervisors will rate each classified employee as “meritorious”, “exceeds expectations”, “fully competent”, or “needs improvement”. (P-6-1 B) When completing annual evaluations, supervisors must include the statewide, uniform core competencies in determining the final rating for each employee.

In the event an employee transfers from another state agency before December 31 and has received an “interim rating” from the agency from which he or she is transferring, a supervisor will consider that interim rating on a “prorated basis” in the supervisor’s overall (final) evaluation rating of the transferring employee, irrespective of the position the employee is transferring into or from. If no “interim rating” exists or cannot be provided to the supervisor, then no consideration of any prior rating needs to be incorporated into the employee’s final rating. For those employees transferring from another state agency on or after January 1, with an “interim rating” from the transferring agency, those employee’s final rating for PPCC will be the same as the “interim rating” from the transferring agency. If no “interim rating” was given and/or could not be produced, however, then the transferring employee is not eligible for a performance award of greater than Fully Competent. Supervisors are required to review these conditions with candidates considering transferring to PPCC before the candidate accepts the transfer appointment. (P-3-19) (Revised July 1, 2002)

A final rating of meritorious must be supported by substantial objective evidence that the employee’s performance was “unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment” to be sustained. (P-6-1 G)

An overall Needs Improvement Rating shall result in a performance improvement plan or corrective action. Individual factor ratings of Needs Improvement may result in a performance improvement plan or corrective action.

The next level supervisor will review supervisor ratings before they are considered final. Performance plans for Classified Supervisors’ will include a factor relating to the efficacy and quality of their performance management activities.

Supervisors shall consider using multi-source assessment processes, where feasible, in evaluating the Classified employees they supervise.

The Office of Human Resource Services shall be the official custodian of the Performance Evaluation forms

III. AWARD DISTRIBUTION

The PPCC award distribution model is attached. Employees must be rated fully competent, exceeds expectation or meritorious to be eligible for an award. (P-2-18) The award percentage for each successive higher level of performance must be greater than the maximum award percentage for the lower level, e.g., the minimum award percentage for exceeds expectations must be greater than the maximum award for fully competent. Additionally, the minimum award for fully competent must be more than 0 %. Employees rated fully competent or exceeds expectations cannot receive a performance award that places them higher than the pay range maximum. Employees at the pay range maximum and rated meritorious may receive a non- base building award above the pay range maximum. Employees at

the pay range maximum and who receive either a fully competent or an exceeds expectations rating are not eligible for any type of award. Employees at or above the pay range and rated Meritorious may receive a non-base building award above the pay range maximum up to the maximum percent established annually by the State Personnel Director and published in the annual Total Compensation survey.

The College's performance and evaluation period begins on April 1 each year and ends on March 31 of the following year. Awards for this period of performance will be distributed (in 12 month increments for base building and a lump sum for non base building) in July of each year. To receive a base and/or non base building award, an employee that received an annual performance rating must still be on the College's payroll on July 1 of that same year. Further, employees hired after October 1 each year will not be eligible for a performance award until they have completed one full year (March to April) of regularly evaluated service; however, those employees, if eligible, may be awarded supervisory recommended "cash incentive awards." (P-3-21). (Revised June 3, 2002)

The minimum criteria for distinguishing between non-base and base building awards, or combination, performance awards is

1. The permanency and substantialness of the actual contribution made to the State of Colorado and/or the College by the employee's performance, e.g., a one-time, specialized project never to be repeated or a work-system or work-process that is fully integrated into the daily operations of the College and is continuously utilized over time;
2. A creative and self-initiated solution to an unforeseen and/or unanticipated problem that results in a significant tangible benefit to the State of Colorado and/or the College; or
3. Job-related professional development, continuing education, or acquisition of certifications or licenses that directly result in a measurable increase of individual performance capacity for the College. (P-6-1 J)

Non-base building awards are paid in one lump sum with the July payroll.

The Executive Compensation Committee (Committee) will determine all performance awards, both types and amounts, after a comprehensive review of all performance evaluations and ratings. (P-6-1 K) This review process shall consist of a rating analysis by College, division, department, supervisor, and employee demographics to identify rating trends, possible inter rater bias, improperly rated and/or insufficiently supported evaluations, as well as compliance with the provisions for awards set forth in paragraph one of this section. The Committee shall submit a report of its findings from this analysis to the College President (appointing authority) before any performance ratings are finalized and awards are distributed. The Committee is comprised of the Vice President of Administrative Services, Vice President of Educational Services (appointing authorities by delegation), and the Executive Director of Human Resources and Planning.

The Committee may consider team-based disbursements of awards, both base and non -base building.

Each year, the Committee will specify the maximum award percentages for Levels 2 and 3 based on PPCC's budget, employee demographics, and distribution of ratings.

During the first year's transition, awards will be calculated using the statewide, employee-based annualization process described in the August 31, 2000 report to the Joint Budget Commission (JBC).

The Executive Compensation Committee in making any of its award determinations will not utilize quotas and/or forced distribution processes.

IV. DISPUTE RESOLUTION

The Community Colleges of Colorado will use one common dispute resolution process as described in **attachment #2**.

V. TRAINING

The Performance Pay Program training was conducted by PPCC's Executive Director of Human Resources and Planning and consultants from PPCC's Corporate Workforce and Economic Development enterprise between February and May 2000. The training consisted of eight (8) hours on evaluation and reward and performance management, and four (4) hours on interpersonal communications and conflict management. Twelve (12) hours of refresher training was offered to supervisors between September and November 2000. Each training participant received a training manual and a PowerPoint presentation file. The Office of Human Resource Services is currently training new as well as existing supervisors on an as needed basis throughout the College; it is also available upon request. Information regarding the Performance Pay Program is also included in new employee orientation.

Performance Management Training and training on PPCC's Performance Pay Program for Classified Employees is mandatory.

VI. PLAN EVALUATION

The Office of Human Resource Services will solicit input from the classified staff and supervisors regarding the Performance Pay Program.